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ABSTRACT

This book, which is intended for individuals responsible for guiding groups toward realizing their creative and problem-solving potential, provides basic principles, examples, and practical methods for group facilitation. The first two chapters examine how facilitation helps groups achieve their goals, with special focus on the facilitator's role and what makes groups effective. Chapters 3 and 4 discuss establishing the foundation for facilitation and address the issues of contracting and diagnosing behaviors enhancing and hindering group effectiveness. Presented in the next seven chapters are guidelines for the following: considering whether to intervene, intervening, beginning and ending meetings, helping groups solve problems and follow their ground rules, dealing with emotions, and working with another facilitator. The final two chapters, which outline how facilitators can use facilitation skills in their own organizations, list guidelines for serving as a facilitator and explain/illustrate how facilitators can create empowered employees, self-managing groups, learning organizations, and partnerships. Appended are the following: guidelines for developing effective contracts; sample agreements for basic facilitation and developmental facilitation; guidelines for using experiential exercises and self-knowledge instruments; questions for cofacilitators; guidelines for internal facilitators regarding contracting with supervisors, and a 15-item annotated bibliography of suggested readings. Contains 102 references. (MN)

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